

PMP/PgMP Content recommend sample plans be included for different scope projects and programs as well as for organizations to facilitate application and use – reducing the workload and improving understanding. Response: [BP team will review and respond.](#)

There should be a link to this information in the flowchart descriptions previously discussed that apply to PMP or the PgMP. Response: USACE PMBP Business Process flowchart being revised to show linkage.

There should be specific milestone activities as well as a minimum work break structure required for upward reporting. Response: Upward reporting is a by-product of day-to-day work management. The only milestones that will be included are those needed to manage work.

Scope

This reference document describes the content of the Project Management Plan (PMP)/Program Management Plan (PgMP). Some elements of the PMP may be duplicated from project to project, especially for similar or small projects. This document also provides the level of detail requirements for loading and maintaining data in P2 for current and future years projects and programs. The data is used in analyses of workload and resource requirements by PM's, PgM's, Resource Providers, MSC's, and HQUSACE. It is also used in manpower requirements development. Terminology used in the past for describing this data included outyear, hard, soft, unknown and unfunded. These terms have been rendered unusable in the current business processes due to the many differences assigned to their definitions across the functional areas.

Distribution

Project Delivery Team (PDT)
Project Manager (PM)
Program Manager (PgM)
Resource Provider(s)
Budget Office(r)
Resource Management Office
Major Subordinate Command (MSC)
Headquarters (HQUSACE)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

PMP Minimum Content

This memorandum **What memo?** Response: [Reworded. See master document.](#) defines the minimum requirements for Project/Program Management Plans (PMP's/PgMP's).

The PMP/PgMP is required to provide the framework so that all team members can work together efficiently. The PMP/PgMP communicates critical project/program information to all interested parties. The PMP serves as a planning, **execution**, **Response: Rejected, prefer original wording** communications, and quality management tool for the project. It encompasses all aspects, phases, and resources for the full lifecycle of a project. **Define the full lifecycle of a project. Response: Reworded. See master document.** The document records buy-in by the PDT. The following items comprise the PMP/PgMP:

- a. Project Requirements Statement; describes customer's need for the project.
- b. Team Identification; refer to *Team Establishment[PROC1008]*.
- c. Scope (project definition, objective, identification of customer(s) and stakeholder(s), description of services to be provided, key products, authority, location, unique customer requirements stored within P2 as notebook items or other features). Refer to *Customer Scope Definition[PROC1007]*. **Should perhaps include applicable restraints as part of project scope and funding, not just authority – key outlines of what is and isn't permissible by law, regulation, public policy. Response: See Customer Scope Definition, step 7.**

- d. Funding (sources, available budget, customer requirements for requesting/receiving funds and reporting of expenditures, resource estimates).
- e. Schedule (NAS Schedule in P2, continuously maintained to show actual completion status and show how schedule will be progressed). Refer to *Activity Development[PROC1010]* and *Project Execution and Control[PROC1017]*. **Should the reference to "NAS schedule in P2" refer to P3e? Response: Reworded. See master document.**

Since P2 contains only 10% of the military project dollars (90% is construction and "is updated and progressed via RMS"), why then is not RMS keeping the actual completion as the primary interface with P3e during construction (the document describes no P3e to RMS interface)? If P3e is the overarching NAS, is not the statement about a NAS being inside P2 incorrect? Why is RMS mentioned 7 times whereas P2 is mentioned 202 times? They should at least get equal billing. A reader might get the impression that the Oracle Corp wrote this document. Response: This is a living document & may need to be changed after evaluation.

- f. Work Breakdown Structure (WBS). Compartmentalization and decomposition of work. **Explain? Response: Reworded. See master document.**
- g. Project Quality Control Plan and Objectives (customer expectations, applicable Quality Management Plans, criteria and regulations) Refer to *Quality Management Plan[REF1024]*.
- h. Acquisition Strategy. Refer to *Project Delivery Acquisition Strategy[PROC1020]*.
- i. Risk Analysis. Refer to *Risk Management Plan[REF1023]*.
- j. *Change Management Plan[REF1025]* (Schedule/cost risk analysis, how cost growth and other changes to the plan will be approved, what changes require customer re-approval). Refer to *Change Management[PROC1004]*.

- k. Communications Strategy (how the team will communicate with the customer(s) and each other, customer's requirements for status reporting). Refer to Communications Plan[REF1022].
- l. Closeout Plan. Refer to Activity/Project Closeout[PROC1019].
- m. Approvals. Refer to PMP Approval[PROC1018] . Page includes signatures of the PM and the customer(s).

Prior to the final approval identified in m. above, this draft PMP will be identified as

“What If?” in P3e. **Clarify the meaning of the sentence. What does “What if?” mean?** **Response:** Reworded. See master document. This is a version type in P3e.

PMP Minimum Level of Detail

General Criteria

For any project in P2, the timeframe included in the schedule must include the current fiscal year (CFY), and either five successive fiscal years (BY thru BY+4) or project completion. **Military projects should always include the schedule/resource requirements for the entire life of the project through the warranty period. Not give the option of “either five successive years or project completion.”** **Response:** Sentence deleted in master document.

At a minimum, the resources/expense types included in activities for each fiscal year must include labor (LABOR), contracts (AESVCS, CONSTSVCS, OTHCONSVCS), and/or work by other Federal agencies (WKBOTHFED). **Does not provide enough detail for budgeting purposes if PMP is to be used for that purpose. Must include other in-house costs and work by other Corps.** **Response:** Sentence deleted in master document.

Project or program representing a block of unknown work **How is this unknown work defined and who defines it? This must be described in this document/process. IRP should be changed to DERP.** **Response:** Reworded. See master document. Unknown program level work is defined in glossary. Changed IRP to HTRW.

This includes, but is not limited to, Congressional Adds (CW or MILCON programs) for BY thru BY+4, Support Services budgets for BY thru BY+4, military reimbursable for CFY thru BY+4, and IRP for BY thru BY+4.

Funding for accomplishing PMP/PgMP development for this type of work will come from Indirect or Coordination Funds (CAP). **Even for direct appropriations funded work?** **Response:** Reworded. See master document.

The Customer Scope Definition[PROC1007] will be an effort dealing with very general information based on experience for programmatic level projects and information from existing customers for future projects with incomplete scopes. It can also include a group of services provided by a support organization.

The PDT for projects/programs at a high level **What is high level? Response: Reworded. See master document.** will consist typically of Division Chiefs, Account Manager(s), and Program/Project Managers.

Activity Development can be as simple as a single activity representing a given fiscal year for a specific program, but may be more detailed if that information is available.

Resource Estimate Development for projects/programs at a high level will be at the Division level (Construction, Engineering, Planning, Real Estate, PPMD, etc.) for the entire timeframe. Again, if greater detail is available, it should be used. **Recommend use of the FORCON model Response: BP team will review and respond.**

The acquisition strategy represents the best estimate on method of accomplishment, whether it be in-house, A-E, construction, etc. This information will be used to develop the future need for task/delivery order type contracts including: AE IDIQ contracts, Construction IDIQ contracts, MATOC, POCA, or other multi- task/delivery order type contracts representing contract capacity. **Needs to include reference to the Small Business program and goals. This is public law and must be addressed in ALL of our acquisitions over \$10,000. Response: See Project Delivery Acquisition Strategy process.**

Projects with activities beyond the CFY

This includes, but is not limited to, existing CW, MIL, HTRW projects with phases extending beyond CFY.

Funding for accomplishing PMP development will primarily come from Project funds, but can in some instances come from Indirect and Coordination Funds(CAP) **Verify that this is OK for SFO work. Response: Sentence deleted in master document.**

The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits. **Needs clarification. Response: Reworded. See master document.**

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point. **Recommend use of the FORCON Model Response: BP team will review and respond.**

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Projects intended to expend CFY funds which cannot be immediately started

This includes projects with unsigned agreements, no authority or guidance to use existing funds, or does have agreement/authority but funds have not been appropriated/received.

Funding for accomplishing PMP development will come from project funds (earlier phase), Indirect, or Coordination Funds (CAP).

The *Customer Scope Definition*[PROC1007] will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits. **Needs clarification** **Response:** [Reworded. See master document.](#)

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point. **Recommend use of the FORCON Model** **Response:** [BP team will review and respond.](#)

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Active projects

This will include programs or projects with signed agreements (where applicable), authority and guidance to use existing funds, and funds have been approved and are available.

Funding for accomplishing PMP development will come from project Funds

The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits. **needs clarification.** **Response:** [Reworded. See master document.](#)

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point. **Recommend use of the FORCON Model** **Response:** [BP team will review and respond.](#)

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